

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**RECRUITMENT II**

Draft Report

**Deliverable for ICTI Component, Task No. 422.2  
Contract No. 278-C-00-02-00210-00**

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*This report was prepared by Richard D. Kingston, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## Executive Summary

Recruitment of capable, well-motivated managers and professionals is the key to the current and future success of the Ministry of Information and Communications Technology (MoICT) and the Telecommunications Regulatory Commission (TRC) in pursuing the vision of HM King Abdullah II to make Jordan a leading ICT player in the region. Moreover, getting the right ICT professionals, well-educated and trained into the right jobs is an important element in the implementation of ICT initiatives in both public and private sectors.

During the reporting period, progress in recruitment for MoICT, including for the eGovernment Program Management Organization (PMO) has been limited owing to the temporary suspension of advertising in the national press while MoICT awaited approval of its new organization and salary scales. Nevertheless, some interviews have been carried out during the period where there has been an urgent need. It is hoped that normal recruitment activity will be recommenced shortly. Moreover, since recruitment of counterparts to the three AMIR-funded Directors will be important to the sustainability of the program, it is recommended that this be initiated very soon.

The main focus of the consultant's work during this project period has been on providing expertise to assist with the establishment of the TRC's organizational structure and the direct recruitment of its Directors and professionals. Assistance has been provided in preparing the Commission's organizational structure, job descriptions have been prepared and an advertisement placed in the national Press. Applications have been received collated, filed and filtered, personality profiling has been carried out as well as both preliminary and final interviewing. This activity has resulted in final selections having been made for two positions to date.

Further HRD and HR assistance is proposed for the TRC to assist in establishing its organization and procedures as well as recruiting its managers and professionals. Draft scopes of work have been prepared for these consultancies.

During the previous project period, a comprehensive program of development "Junior Professionals" had been designed in outline to overcome the shortage of capable ICT professionals and it is suggested that discussions be carried on with the key players to refine the program prior to subsequent implementation during 2003.

## **1. Introduction**

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the information and communication technology (ICT) sector, promoting the use of ICT nationally and by establishing Jordan as a regional ICT center and hub. The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT). An "Implementation Plan" to create the new Ministry by re-engineering the previously existing Ministry of Post and Communications was prepared by a previous consultancy. The Ministry is currently implementing the recommendations contained in the Plan with the support of the USAID-funded AMIR project which provides technical assistance in the form of funding for key Directors and Advisors, E-government project management consultants and infrastructure work at the Ministry's offices.

The AMIR program also provides assistance to Jordan's Telecommunications Regulatory Commission (TRC), which has the responsibility of protecting the interests of consumers and investors and ensuring the availability of advanced and high-quality ICT services to all users at just, reasonable and affordable prices. A new-look TRC is currently being created under the direction of the recently appointed Chief Executive Officer (CEO). To enable it to take on this challenging role, the TRC needs to recruit and develop the people who will carry out the Commission's mandate

## **2. Objective of the Consultancy**

The objective of this consultancy is to provide expertise in human resource development and staffing for both the Ministry of Information and Communications Technology and the Telecommunications Regulatory Commission.

## **3. Approach, Methodology and Observations**

Although the consultant has participated in some interviews for the Ministry for urgently required positions, appointments to MoICT are currently still suspended and so the focus during this project period has been on providing HRD assistance to TRC.

### **3.1 Red Flag Items**

#### **3.1.1 Re-instatement of Recruitment Activity at MoICT**

Because recruitment of managers and professionals for the Ministry is still suspended, pending approval and implementation of a revised organization for MoICT and salary scales for its employees, recruitment for the Ministry is facing continued delay. Unless recruitment can be recommenced shortly, the Ministry will find it difficult to meet its staffing requirement, particularly the goal to achieve viability for the e-Government Program Management Organization (PMO) by the end of 2002. Unless this goal is achieved, significant further costs will be likely to be incurred to pay for extension of the work program of AMIR's e-Government consultants.

### 3.1.2 Recruitment of Counterparts to the AMIR-funded positions

In order to sustain the viability of the Ministry at the conclusion of the contracts of the AMIR-funded senior management, it will be essential to recruit counterparts for the three operational Director positions in good time to arrange for “grooming” and transition. It is understood that approval has now been given by the Minister to go ahead and recruit for all three positions, however the overall restriction on recruitment is still preventing the Ministry from advertising the positions. It is recommended that a high-profile recruitment campaign for all three positions be initiated as soon as restrictions are lifted.

- Director of Policy and Strategy (designate)
- Director of e-Government (designate)
- Director of ICT Promotion (designate)

## 3.2 **MoICT Organization**

It is understood that the organizational structure of the new Ministry is still currently under review by the Minister’s office and is expected to become available shortly. Once finalized, the new organizational structure will be used as a basis for future recruitment.

## 3.3 **MoICT Recruitment**

Although MoICT has identified a number of good candidates for positions across the Ministry, it is understood that appointments are still currently held up until a proposed salary structure has been approved. Further delay may be anticipated in gaining approval from the government for the appointment of candidates who had been successful at interview. It is hoped that, once salary scales have been agreed and a formula adopted to derive a starting salary, the process to gain approval for appointments may be streamlined. Despite the limitations, however, it has been possible to interview three MoICT candidates during the project period and the results of the interviews have been referred to the respective Directors for consideration.

### 3.3.1 Recruitment for e-Government

Appointment of a number of successful candidates for positions in the PMO is currently held up because of the delay in gaining approval of salary scales and it is now almost certain that some successful candidates will be lost because of the delay., however, the appointment of the designated Head of PMO has finally been approved and he took up his post during the current project period. This will go some way towards transferring the responsibility for the e-Government PMO from the USAID-funded project team to Jordan government employees.

### 3.3.2 Appointment Status

Because of the restrictions on recruitment, there has not been a great deal of change in the appointment status for the Ministry. Appointment of the new Head of PMO is however a very welcome sign and it is hoped that the restrictions will shortly be lifted. The present organization structure appears at Annex 3.

## 3.4 **“Junior Professionals” Program**

The expansion of the ICT sector envisaged under HM King Abdullah's Vision 2020 program including the REACH initiative and the national e-Government program will require the services of a great many capable ICT graduates. Capability is usually gained through education and training which is then consolidated during periods of work experience, however, at present, there is a surfeit of young inexperienced graduates while the expressed need in both public and private sector is for candidates with experience of live work.

The situation at present is that there is a significant shortfall in the knowledge, skills and attitudes of ICT graduates at the time they leave university when compared with the requirements for effective employment in both public and private sectors. The consultant has recently proposed a new national program of development "Junior Professionals" which is designed to bridge this gap through the collaboration between public and private sectors in respect of training and mentored work experience. The program has not yet been approved for implementation however.

### **3.5 Transition to Head of Human Resource Development**

The Ministry's Head of Human Resource Development has now taken on full responsibility for the administration of the HRD department and its functions under the guidance and supervision of the Ministry's recently appointed Director of Administration and Support.

### **3.6 Other Activities**

The consultant has provided broad-based mentoring for the Ministry's Director of Administration and Support and assistance in the preparation of the Ministry's standard operating procedures (SOPs).

## **4. HRD Assistance for the Telecommunication Regulatory Commission (TRC)**

During the period of time recruitment for the Ministry has been suspended, the main focus of the consultant's work has been on providing expertise to assist with the establishment of the TRC's organizational structure and the direct recruitment of its Directors and professionals.

### **4.1 TRC Organization and Job Descriptions**

The draft organizational structure has been augmented (Annex 3) to show suggested Heads of Section positions and discussions have been held with existing Directors and draft job descriptions and person specifications have been prepared for 17 positions at Director and Head of Section level (Annex 2.).

### **4.2 Advertisement and Applications**

An advertisement has been prepared and submitted for publication in the Jordan national Press. The advertisement (Annex 4.) appeared in the Wednesday 4<sup>th</sup> December issues of Al Rai and Al Dustour. A total of 150 applications were received including 58 for Head of Management Information Systems, 36 for Executive Secretary to the CEO, 28 for Director of Management and Support and 22 for Head of Human Resource Development. All of the applications have been collated and filed and those for Executive Secretary have also been filtered and assessed. Searches have also been carried out using an on-line recruitment

database and 10 possible candidates identified for Executive Secretary and 10 for Head of Management Information Systems.

Personnel Assessment software has been purchased and installed and candidates who attended for interview at the TRC have completed a personality profiling program.

### **4.3 Interviews**

A total of nine interviews have been held for the position of Executive Secretary and a successful candidate has been identified for this position. Possible candidates have also been identified to take on positions of Administrative Assistant and Public Relations Officer. A single candidate has also been interviewed for the position of Director of Management and Support Services..

## **5. Next Steps**

### **5.1 MoICT Recruitment**

Until the restrictions on advertising and appointment at MoICT have been lifted, it will not be possible to continue with recruitment for Ministry positions.

### **5.2 Junior Professionals**

In order to assure the availability of capable ICT professionals to take on the ICT challenges both in the public and private sectors, it is recommended that the new Junior Professionals program be initiated as soon as possible. It is suggested that further discussions on the goals and make-up of the program be held with key participants in the program including both public sector and private sector organizations and the universities. A final Junior Professionals action plan may then be prepared and submitted to key players for consideration and approval.

### **5.3 HRD Assistance to the TRC**

In order to ensure that it is able to get up to speed quickly, the TRC will require further assistance in establishing its organization and procedures as well as recruiting its managers and professionals. Further assistance to the TRC is proposed in the fields of Human Resource Development and Human Resources respectively and draft scopes of work have been prepared for these consultancies (Annexes 5a and 5b respectively).

For HRD, it is proposed that assistance be provided in respect of preparation of recruitment procedures, job descriptions and person specifications, advertising, receiving and filtering applications using one or more of a number of processes, interviewing and coordinating the process.

In relation to Human Resources, it is proposed that a review of the organizational structure and HR processes and procedures be carried out and recommendations made. A manual of human resources procedures will also be prepared and a study carried out to prepare a job classification schema as well as compensation policy and procedures. Once the procedures

have been prepared, it is proposed that the consultant coach HR staff to operate to operate them and provide backup to line managers on HR procedures.

## Annex 1

**MoICT Recruitment Status as at 15 December 2002**

The MoICT organization is currently under review and a new organization chart is expected soon. Positions shown below relate to the existing organization. In many cases, good candidates have been identified but appointments have been put on hold because of the delay in gaining approval for the proposed new organization structure and salary scales.

**Policy and Strategy**

<b>Position</b>	<b>Status</b>
<b>Director (AMIR)</b>	<b>Acting until mid-2003</b>
Director designate	
<b>Adviser, ICT Education Strategy</b>	<b>In Post November 2001</b>
Head of Strategic Planning	<b>On hold</b>
<b>Legal Policy Advisor p/t</b>	<b>In Post October 2002</b>
<b>Head of Postal Policy</b>	<b>In Post August 2002</b>
<b>Head of IT Policy</b>	<b>In Post August 2002</b>
Head of Telecom Policy	
<b>Microsoft Help Desk</b>	<b>In Post January 2002</b>

**e-Government**

<b>Position</b>	<b>Status</b>
<b>Director of e-Govt (AMIR)</b>	<b>Acting until mid-2003</b>
Director designate	
<b>Exec Assistant</b>	<b>In Post April 2002</b>
<b>Head of PMO</b>	<b>In Post December 2002</b>
<b>Head of Change Mgt</b>	<b>In Post June 2002</b>
eGovt Training Manager	
Head of Program Administration	
<b>Business Case &amp; Resource Mgr (1)</b>	<b>On hold</b>
<b>Business Case &amp; Resource Mgr (2)</b>	<b>On hold</b>
<b>Business Analyst</b>	<b>In Post December 2002</b>
<b>Business Analyst</b>	<b>Salary neg.</b>
<b>Business Analyst</b>	<b>Salary neg.</b>
Head of Tech Services	
Security Manager	
Infrastructure Manager	
Contact Centre Manager	
Content Manager	
Architect	
<b>Quality, Risk &amp; Reporting Mgr</b>	<b>In Post September 2001</b>
<b>Projects Coordinator</b>	<b>On hold</b>
<b>eGovt PM</b>	<b>In Post June 2002</b>
<b>eGovt PM</b>	<b>In Post January 2002</b>
<b>eGovt PM</b>	<b>In Post February 2002</b>

<b>eGovt PM</b>	<b>In Post September 2002</b>
<b>eGovt PM</b>	<b>On hold</b>
<b>eGovt PM</b>	<b>On hold</b>
<b>eGovt PM</b>	<b>On hold</b>
<b>eGovt PM</b>	<b>On hold</b>
eGovt PM	
eGovt PM	

### ICT Promotion

<b>Position</b>	<b>Status</b>
<b>Director (AMIR)</b>	<b>Acting until mid-2003</b>
Director designate	
<b>Exec Assistant</b>	<b>In Post 01 Jul 2002</b>
Head of Communications	Pending
<b>Head of PR</b>	<b>In Post 01 Apr 2002</b>
<b>PR Officer</b>	<b>On hold</b>
Event Coordinator	
<b>e-Initiative Coordinator (AMIR)</b>	<b>In Post</b>
Content Developer	
eCulture/eLearning Promotion Officer	
eGovt Awareness Officer	<b>Pending</b>
<b>Webmaster</b>	<b>In Post September 2002</b>

### Administration and Support

<b>Position</b>	<b>Status</b>
<b>Director</b>	<b>In Post Oct 2002</b>
<b>Head of IT Support</b>	<b>In Post 30 Dec 2001</b>
<b>Head of HRD</b>	<b>In Post 01 Jul 2002</b>
Training Manager	
Head of Finance	
Head of GIS	

### Executive

<b>Position</b>	<b>Status</b>
<b>Minister's Personal Advisor</b>	<b>In Post May 2002</b>
<b>Exec Sec to Minister</b>	<b>In Post Aug 2002</b>
<b>Exec Sec to SG</b>	<b>Temp. Jul 2001</b>

**Annex 2 Job Description**

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Operations Director</b>
<b><u>Reports to:</u></b>	Chief Executive Officer
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• International Relations</li> <li>• Lawyer (part-time)</li> <li>• Media and Public Relations Officer</li> <li>• Executive Secretary</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	To provide strategic and operational support for the CEO and coordination to ensure that the TRC operates effectively as an effective a seamless organization.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Responsible for coordinating the creation and development of the TRC Strategic Plan and assisting Directors to prepare their inputs.</li> <li>• Provide strategic and operational direction to line Directors, assist in setting realistic objectives, targets and measures and follow-up on delivery.</li> <li>• Oversee the activities of the Director of Management and Support and other Directors to build a strong internal infrastructure with strict financial and operational policies and procedures. Ensure that workable standard operating procedures (SOPs) are prepared and applied consistently across the Commission and that departments operate in concert and with mutual support.</li> <li>• Develop and maintain collaborative working relationships and communication channels between the Board and Directors, between the respective departments and with external organizations.</li> <li>• Provide strategic and operational advice to the CEO and TRC Board and carry out such strategic analysis as may be required by the Board; assist CEO to prepare and present management reports as required by the Board.</li> <li>• In collaboration with the CEO, coach and mentor the TRC Top Team to build synergy, camaraderie and effective teamwork.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of professionals and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Be responsible for the personal and professional development of individuals within the department.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as strategic and operational guidance to other TRC professionals.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> <li>• Carry out other duties as directed by the CEO.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• CEO and TRC Board</li> <li>• Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>•</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Operations Director</b>
<b><u>Qualifications:</u></b>	
Degree, preferably at the masters level in management.	
<b><u>Experience required:</u></b>	
<u>Essential</u>	
Ten years relevant management experience with a minimum of four years at a strategic level.	
<u>Desirable</u>	
Experience in telecommunications and regulatory affairs.	
<b><u>Skills Required:</u></b>	
<ul style="list-style-type: none"> <li>• Fluency in Arabic and English</li> <li>• Excellent interpersonal skills.</li> <li>• First-class organizational skills.</li> <li>• Ability to</li> <li>• Ability to motivate colleagues and subordinates.</li> <li>• Change management.</li> <li>• Strong communication skills both verbal and written.</li> <li>• Problem analysis and the ability to arrive at creative solutions and present convincing arguments in support.</li> </ul>	
<b><u>Personal Qualities:</u></b>	
<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Decisiveness.</li> <li>• Persuasiveness.</li> <li>• Ability to think strategically</li> <li>• Ability to work effectively under pressure.</li> <li>• Ability to motivate others in a changing environment.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>1</b> <b>Director of Economic Affairs</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	Head of Price Regulation Head of Market Analysis and Competition Head of Financial Modelling and Studies
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	Carry out economic and financial research, studies, modelling and analysis related to the ICT sector and make recommendations regarding regulation policy, licensing and pricing. Report and make recommendations.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Price Regulation</li> <li>• In collaboration with other TRC Directors, make an assessment of the need for studies and analysis on economic, financial and/or technical issues related to TRC activities. Initiate and maintain an overview of implementation of these activities and monitor completion, use and effectiveness.</li> <li>• Make recommendations based on the findings and, where appropriate, on the methodology employed. Areas of study will include, among others, issues related to demand and competition for and the approval and licensing of telecommunication services in the Kingdom.</li> <li>• Financial Modelling and Studies</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on economic matters to other managers.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• TRC Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• International and regional organisations</li> <li>• Providers of information and statistics</li> <li>• ICT service operators. Licensees and users.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Economic Affairs</b>
<b><u>Qualifications:</u></b>	
Degree (preferably at the masters level) in Economics or relevant business and/or ICT-related subject.	
<b><u>Experience required:</u></b>	
<u>Essential</u> Ten years experience in the field of economic analysis with four years at the senior management level.	
<u>Desirable</u> Experience in a telecommunications or IT sector regulator or service operator.	
<b><u>Skills Required:</u></b>	
<ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Knowledge of the ICT sector services, operators and the economic environment.</li> <li>• Comprehensive knowledge of technical, economic and financial research and modelling methodology and the ability to coach others in those skills and techniques.</li> <li>• Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b>	
<ul style="list-style-type: none"> <li>• Perceptiveness</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Chief Executive Officer</b>
<b><u>Reports to:</u></b>	Prime Minister
<b><u>Direct reports</u></b>	TRC Directors
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	To promote the availability of high-quality communications and information services through judicious regulatory oversight of the telecommunications industry; lead the board of the TRC and supervise the agency's staff in a manner that promotes these ends.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Chair the TRC's Board of Commissioners, set the Board's agenda, prepare and present submissions for the Board to consider.</li> <li>• Prepare and present management reports as required by the Board.</li> <li>• Chair the TRC Top Team of Directors in preparing plans, programmes, goals, objectives and performance measures.</li> <li>• Set and agree objectives and targets for each department and regularly review performance and agree corrective actions where these are called for.</li> <li>• Oversee, manage and coordinate the operations of the TRC to assure that the Commission presents a seamless approach to its work and prioritise tasks and activities.</li> <li>• Provide leadership for TRC's Directors and other managers, professionals and staff within the TRC.</li> <li>• Oversee TRC's program of team building and personal development to ensure that, not only does the TRC operate as a single team but that each individual has the opportunity to optimise the personal contribution that he/she can make to the TRC.</li> <li>• Be the champion for regulation of the ICT sector in Jordan and the public face of TRC; represent and speak on behalf of the Commission.</li> <li>• Ensure that decisions and recommendations made by TRC take into account the relevant wishes and concerns of all stakeholders in the sector; conduct meetings, workshops and seminars to allow the members of the public, ICT industry and users' groups the opportunity to present their viewpoints.</li> <li>• Represent the Kingdom of Jordan at international telecommunications regulatory fora and other conferences and conventions as appropriate.</li> <li>• Other duties within the CEO's specialization as directed by the Prime Minister.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• All TRC Directors, managers, professionals and staff.</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• Prime Minister</li> <li>• Minister of ICT</li> <li>• Other GoJ Ministers</li> <li>• ICT industry players</li> <li>• Users' groups and members of the public.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Chief Executive Officer</b>
<b><u>Qualifications:</u></b>  Degree in Business or Administration (preferably at the masters level).	
<b><u>Experience required:</u></b>  <u>Essential</u> <ul style="list-style-type: none"> <li>Ten years management experience including four years at senior management level within a telecommunications regulator.</li> </ul> <u>Desirable</u> <ul style="list-style-type: none"> <li></li> </ul>	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>Fluency in Arabic and English (both verbal and written)..</li> <li>Comprehensive knowledge of management skills and techniques and the ability to coach others in them.</li> <li>First-class communications and presentation skills.</li> <li>Leadership, team-building and motivating skills.</li> <li>Meeting skills and the ability to reach consensus.</li> <li>IT skills including MS Word, MS Excel, MS Project.</li> <li>Budget preparation and management.</li> <li>Change management skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>Vision.</li> <li>Commitment.</li> <li>Creativity.</li> <li>Initiative.</li> <li>Decisiveness.</li> <li>Persuasiveness.</li> <li>Ability to work effectively under pressure.</li> <li>Ability to motivate others in a changing environment.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of External and Consumer Affairs</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	Head International Relations Head of Consumer Service Head of Public Relations Library and Information Services
<b><u>Scope of work:</u></b>	
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Maintain an up-to-date overview of national, regional and international developments in the ICT sector, prepare benchmarks and carry out appropriate comparison studies.</li> <li>• Oversee Jordan's compliance with its obligations under international and regional telecommunications and regulatory agreements.</li> <li>• Maintain an up-to-date awareness of ICT sector news and developments, communicate the information and benefits and ensure that Jordan is well placed to benefit from the developments.</li> <li>• Participate in establishing quality of service measures and standards and reviewing annual and other periodic reports provided by licensees</li> <li>• Oversee the protection of the interest of consumers, the handling of inquiries and complaints, investigations and recommendations.</li> <li>• Participate in reviewing licensing conditions and customer service contracts.</li> <li>• Oversee the planning and implementation of all activities related to communicating the role and position of the TRC to the press and other media, the general public and other governmental institutions and for the style, content and functionality of the Commission's website.</li> <li>• Promote awareness of the ICT sector and the role which TRC plays in ensuring that services provided are of high quality and reasonable cost; oversee the provision of information to the media on the performance of licensees.</li> <li>• Oversee TRC's participation at local and international events including conferences, press briefings and presentations.</li> <li>• Establish and maintain a database of information relating to the TRC and providing information and data which is required by regional and international organizations.</li> <li>• Oversee the specification, creation, development and continual updating of a library (employing both manual and computer-based storage media) containing relevant publications, briefings, statistics, records, other information and archives for the use of all TRC departments. Ensure that the necessary information is available in the required format for use by all TRC departments.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on external and consumer affairs to other TRC managers and professionals.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	

**Relationships and Contacts:**a. Internal

- All TRC managers and professionals

b. External

- International and regional organizations
- Press, other media and users' groups

**Approved by:****Date created:**

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of External and Consumer Affairs</b>
<b><u>Qualifications:</u></b> Degree (preferably at the masters level) in marketing, communications, public relations or a relevant business and/or ICT-related subject.	
<b><u>Experience required:</u></b> <u>Essential</u> Ten years experience in the field of public and consumer relations, communications or marketing in an appropriate high technology field with four years at the senior management level. <u>Desirable</u> Experience in a telecommunications or IT sector regulator or service operator.	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Knowledge of the ICT sector services, operators and the economic environment.</li> <li>• Good contacts and relations with Press and other media.</li> <li>• Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> <li>• First-class interpersonal skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> <li>• Ability to deal effectively with difficult people.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of Finance</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Accounting</li> <li>• Head of Revenue and Collections</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Propose TRC financial policy; create financial and accounting procedures in line with relevant laws, rules and regulations. Create financial plans and monitor performance against objectives and targets. Prepare an annual budget for TRC; monitor and control revenues and expenditure against budgeted targets.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Propose TRC financial policy and procedures for the TRC in line with laws, by-laws, rules and regulations. Once approved, arrange for their documentation and dissemination.</li> <li>• In collaboration with the Head of Management Information Systems, specify computer programs to facilitate the execution of all financial transactions and to ensure that appropriate records and audit trails exist.</li> <li>• Provide TRC Directors with an overview of the TRC financial procedures and their responsibilities in following them.</li> <li>• Provide expert financial assistance to Directors in preparing their own budgets and monthly financial statements.</li> <li>• Prepare by the due date, and adhere to the budget for the department; monitor expenditure and prepare reports.</li> <li>• Supervise and coordinate the timely preparation of the TRC budget and, once approved, submit for approval and follow-up.</li> <li>• Monitor budgeted expenditure and exercise financial control.</li> <li>• Supervise the collection of revenues in line with relevant laws, rules and regulations.</li> <li>• Prepare accurate monthly financial reports detailing TRC's financial position; submit to the TRC Top Team with outline explanation.</li> <li>• Supervise preparation of closing statements – audit – authenticate</li> <li>• Where directed by the CEO, carry out financial studies and analyses and prepare reports recording methodology, findings, conclusions and recommendations.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on financial matters to other managers.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	

**Relationships and Contacts:****a. Internal**

- CEO
- Internal Auditor
- TRC Directors

**b. External**

- Licensees
- Ministry of Finance/General Budget dept.
- Ministry of Finance/Directorate of Revenues.
- External Auditor

**Approved by:****Date created:**

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Finance</b>
<b><u>Qualifications:</u></b>  Degree (preferably at the masters level) in Finance, Accounting or a business qualification with a financial specialization.	
<b><u>Experience required:</u></b>  <u>Essential</u>  10 years relevant experience of which four should be in a similar position.  <u>Desirable</u>	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Knowledge of laws, rules and regulations related to public sector finance.</li> <li>• Comprehensive knowledge of accounting and financial management and the ability to coach others in those skills and techniques.</li> <li>• Problem solving.</li> <li>• Good working knowledge of MS Office IT applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Integrity.</li> <li>• Perceptiveness.</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of Information Technology</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Licensing</li> <li>• Head of Standards and Quality of Service</li> <li>• Head of Content</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Responsible to ensure that IT goods and services and those who supply them are properly licensed and comply with international, regional and national laws, rules and regulations in respect of price, technical standards, content and presentation. Recommend, draft, implement and enforce national regulations where appropriate.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Maintain detailed knowledge of the law and rules governing the provision of IT goods and services.</li> <li>• Make recommendations for regulating the provision of such goods and services to ensure compliance with international, regional and national laws and government policy.</li> <li>• Draft, implement and enforce such regulations where appropriate. Regulations may include the issues of price, content, presentation, privacy and confidentiality among others.</li> <li>• Where appropriate, represent Jordan at international events related to the regulation of information technology services and the operators who deliver those services.</li> <li>• Liaise with Mgt &amp; Support on issues related to the TRC's internal MIS</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on matters relating to information technology to other TRC managers and professionals.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• TRC Directors</li> <li>• Head of Information Services.</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• International, regional and national IT standards organisations.</li> <li>• IT goods and service providers.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Information Technology</b>
<b><u>Qualifications:</u></b>  Degree (preferably at the masters level) in Information Technology or Management Information Systems.  A relevant business qualification would be a distinct advantage.	
<b><u>Experience required:</u></b>  <u>Essential</u> Ten years? experience in the field of information technology with four years at the senior management level.  <u>Desirable</u> Experience in dealing with regulation of IT goods and services.	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Knowledge of IT sector goods and services, operators and the economic environment in which they operate.</li> <li>• Comprehensive knowledge of legislation, standards and norms in respect of IT goods and services including price, content and presentation.</li> <li>• Up to date awareness of government policy on this subject and the methodology employed in creating, implementing and enforcing regulations and the ability to coach others in those skills and techniques.</li> <li>• Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Perceptiveness</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of Legal Affairs</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Contracts</li> <li>• Head of Legal Challenges</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Advising the TRC Top team and board on legal issues and supervise the implementation of new laws, rules and regulations affecting the TRC. Represent TRC in legal proceedings. Prepare TRC contracts and agreements.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Participate in preparing the draft laws, by-laws and regulations which govern the TRC and its operations.</li> <li>• Maintain a comprehensive and up-to-date knowledge of developments in relation to regulatory affairs both regionally and internationally and their implications for Jordan.</li> <li>• Be responsible for the preparation of contracts, licence agreements and other documents, examining the legality while always protecting the interests of the TRC and its stakeholders.</li> <li>• Represent TRC at all legal proceedings and effectively promote TRC's legal interests and position including dealing with: <ul style="list-style-type: none"> <li>○ Actions to enforce legislation and TRC rulings.</li> <li>○ Challenges to TRC decisions</li> </ul> </li> <li>• Provide legal guidance on regulatory and other issues for all TRC departments. Areas of advice will include: <ul style="list-style-type: none"> <li>○ Reviewing all draft decisions taken by TRC; check and report on the legal obligations and implications.</li> <li>○ Providing advice on personnel, finance, procurement, accommodation and other general issues.</li> <li>○ Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>○ Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>○ Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>○ Foster team working and cooperation with other work groups.</li> <li>○ Provide support and guidance to subordinates as well as guidance on legal matters to other managers.</li> <li>○ Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul> </li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• TRC Board of Commissioners</li> <li>• TRC Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• Courts and tribunals</li> <li>• Legal advisors at MoICT and other government institutions.</li> <li>• ITU and other relevant organizations' legal departments.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Legal Affairs</b>
<b><u>Qualifications:</u></b>	
Minimum of a bachelor degree in Law. A specialization in ICT regulation would be a distinct asset.	
<b><u>Experience required:</u></b>	
<u>Essential</u>	
<ul style="list-style-type: none"> <li>• Ten years legal experience with four at this level.</li> </ul>	
<u>Desirable</u>	
<ul style="list-style-type: none"> <li>• Work experience on regulatory issues especially those related to ICT.</li> </ul>	
<b><u>Skills Required:</u></b>	
<ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Ability to identify, locate, analyse, interpret and apply relevant laws and regulations.</li> <li>• Comprehensive knowledge of legal methods and techniques and the ability to coach others in them.</li> <li>• Problem solving.</li> <li>• Good working knowledge of MS Office IT applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b>	
<ul style="list-style-type: none"> <li>• Integrity.</li> <li>• Perceptiveness.</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure</li> <li>• Resourcefulness</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of Management and Support Services</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Heads of Human Resource Development</li> <li>• Head of Management Information Systems</li> <li>• Head of Procurement and Materials</li> <li>• Head of General Internal Services</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Overall responsibility for management and support services within the TRC including those related to its people, information systems, procurement and general services including postal communications, transport, buildings, maintenance and security.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Overall responsibility to ensure that the TRC recruits, trains and develops the best people to carry out its role. Oversee preparation and implementation of programmes to ensure this is achieved. Participate as required in selection of recruits at all levels.</li> <li>• Overall responsibility to ensure adequate and appropriate information systems are specified, provided, continually available, maintained and kept secure.</li> <li>• Overall responsibility for the physical security and maintenance of the TRC offices, for document preparation, internal communications and for ancillary staff.</li> <li>• Overall responsibility for procurement, requests for proposals, tenders and contracts.</li> <li>• Overall responsibility for the creation of management systems and standard operating procedures (SOP's) to ensure smooth and effective operation of the TRC.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development. Foster team working and cooperation with other work groups.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> <li>• Provide support and guidance to subordinates as well as guidance on administrative matters to other managers.</li> <li>• Prepare and adhere to the budget for the department; monitor expenditure and prepare reports.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p><b><u>a. Internal</u></b></p> <ul style="list-style-type: none"> <li>• All managers</li> </ul> <p><b><u>b. External</u></b></p> <ul style="list-style-type: none"> <li>• MoICT Director of Administration and Support</li> <li>• Suppliers and contractors</li> <li>• Ministry of State for Administrative Reform.</li> <li>• Suppliers of Education and Training Services and international donors.</li> <li>• Civil Service Bureau</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Management and Support Services</b>
<b><u>Qualifications:</u></b> <ul style="list-style-type: none"> <li>• Degree (preferably at the Masters level) in management or administration.</li> <li>• An additional HRD qualification would be useful.</li> </ul>	
<b><u>Experience required:</u></b>  <u>Essential</u>  5 years in management and administration with a minimum of two years in a similar position at a senior level. Private sector experience would be a distinct advantage,  <u>Desirable</u>  An understanding of the telecommunications and IT environment in Jordan.	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English.</li> <li>• Effective communications and presentation skills.</li> <li>• Comprehensive knowledge of management skills and techniques and the ability to coach others in those.</li> <li>• Good organisation skills and ability to share and transfer skills.</li> <li>• IT skills including MS Word, MS Excel, MS Project.</li> <li>• Leadership and team-building skills.</li> <li>• Negotiating skills.</li> <li>• Budget management.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Vision.</li> <li>• Integrity.</li> <li>• Commitment.</li> <li>• Perceptiveness.</li> <li>• Creativity</li> <li>• Initiative.</li> <li>• Decisiveness.</li> <li>• Persuasiveness.</li> <li>• Ability to adopt a practical approach.</li> <li>• Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

Hashemite Kingdom of Jordan Telecommunications Regulatory Commission  JOB DESCRIPTION (Draft)	
<b><u>Job Title:</u></b>	Director of Radio Frequency Spectrum
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Frequencies, Assignments and Licensing Section</li> <li>• Head of Monitoring and Inspection Section</li> <li>• Head of Planning</li> <li>• Head of Engineering and Support Section (why? MB)</li> <li>• Head of Frequency Spectrum Database</li> </ul>
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	Develop and Implement TRC policy, legislation, rules, and systems for managing the frequency spectrum.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Create a national frequency spectrum strategy and plan.</li> <li>• Uphold the law and implement rules and regulations which pertain to the radio frequency spectrum.</li> <li>• Maintain liaison with and represent TRC/Jordan at local regional and international organizations and consortia involved in frequency spectrum management.</li> <li>• Issue instructions related to technical specifications of radio equipment and issue type approval for radio equipment.</li> <li>• Determine the national radio frequency requirements</li> <li>• Assign radio frequencies and Issue licenses.</li> <li>• Maintain a database of frequency allocation and licensing.</li> <li>• Monitor the use of radio frequencies and inspect where appropriate.</li> <li>• <i>Coordinate with the frequency spectrum consultative committee</i></li> <li>• Be responsible for tariff calculation and assessment.</li> <li>• <i>Liaise with the MoICT frequency spectrum unit.</i></li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on frequency spectrum matters to other managers.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• All Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• International/regional organizations</li> <li>• Licensees</li> <li>• MoICT radio frequency unit....?</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Radio Spectrum Management</b>
<b><u>Qualifications:</u></b>  Degree (preferably at the masters level) in electrical, electronics or (preferably) radio engineering.  An additional qualification in management/business administration would be a distinct advantage.	
<b><u>Experience required:</u></b>  <u>Essential</u> Ten years experience in the field of work with four years at the senior management level.  <u>Desirable</u> Experience of liaising with regional and international organizations.	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Knowledge of regional and international rules and regulations related to the radio frequency spectrum..</li> <li>• Comprehensive knowledge of frequency management methodology, and the ability to coach others in those skills and techniques.</li> <li>• Problem solving.</li> <li>• Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Integrity.</li> <li>• Perceptiveness</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Director of Regulatory Affairs</b>
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Licensing</li> <li>• Head of Monitoring, Compliance and Quality of Service</li> <li>• Head of Postal Affairs</li> <li>• Head of Broadcasting Affairs</li> </ul>
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Participate in creating, developing and communicating telecommunications licensing policy.</li> <li>• Maintain comprehensive and up-to-date knowledge of licensing policy.</li> <li>• Oversee the drafting of conditions and obligations of telecommunications service licensees (technical, legal, financial, economic, quality of service) and issue licences.</li> <li>• Oversee the monitoring of compliance with licence including the quality of service supplied and enforcement of the obligations.</li> <li>• Work with TRC's legal department to resolve disputes related to licensing</li> <li>• Oversee the drafting of conditions and obligations in relation to the Postal service including legal, financial, price regulation and quality of service, the monitoring of the degree of compliance of the Postal service to its conditions and obligations. Take enforcement action where necessary.</li> <li>• Participate in creating and developing broadcasting policy and defining the licensing conditions conditions, obligations</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on regulatory affairs to other managers and professionals.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <p>b. <u>External</u></p> <p>•</p>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title</u></b>	<b>Director of Regulatory Affairs</b>
<b><u>Qualifications:</u></b> <ul style="list-style-type: none"> <li>Degree (preferably at the masters level) in telecommunications, broadcasting or law with a specialization in telecommunications.</li> <li>A relevant business qualification would be an advantage.</li> </ul>	
<b><u>Experience required:</u></b> <p><u>Essential</u> Ten years experience in the field of telecommunications and/or regulation with four years at the senior management level.</p> <p><u>Desirable</u> Experience in dealing with regulation of telecommunications services.</p>	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>Fluency in Arabic and English both spoken and written.</li> <li>Personal development and team-building skills.</li> <li>Knowledge of telecommunications services, operators and the economic environment in which they operate.</li> <li>Comprehensive knowledge of legislation, standards and norms in respect of telecommunications, broadcasting and/or postal services including price, content and presentation.</li> <li>Up to date awareness of government policy on regulation of these services and the methodology employed in creating, implementing and enforcing regulations and the ability to coach others in those skills and techniques.</li> <li>Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>Analytical ability.</li> <li>Report writing.</li> <li>Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>Perceptiveness</li> <li>Leadership.</li> <li>Commitment.</li> <li>Accuracy and preciseness.</li> <li>Ability to work effectively under pressure.</li> </ul>	

Hashemite Kingdom of Jordan Telecommunications Regulatory Commission  JOB DESCRIPTION (Draft)	
<b><u>Job Title:</u></b>	Director of Technical Affairs
<b><u>Reports to:</u></b>	CEO
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Numbering and Interconnection</li> <li>• Head of Standards, Type Approval and Quality of Service.</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Responsible for coordinating and establishing technical standards, issuing type approval, proposing, implementing and monitoring a national numbering plan, issuing interconnection <a href="#">guidelines</a> and monitoring the performance and quality of service of licensees to ensure compliance with the terms of their licences.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>•</li> <li>• Propose, implement and manage the national numbering plan.</li> <li>• Create, issue and implement guidance for interconnection between operators' networks.</li> <li>• Deal with complaints from customers and disputes between operators in relation to licensing terms and conditions, type approval or interconnection issues.</li> <li>• Represent TRC at technical conferences, briefings and workshops and provide feedback to TRC on conclusion of the events.</li> <li>• Maintain an overview of developments in telecommunications technology internationally, regionally and nationally and ensure that the TRC is kept fully abreast of such developments and their implications for Jordan.</li> <li>• Establish and apply appropriate technical standards for telecommunications equipment and a system and process for issuing and enforcing type approval.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Provide support and guidance to subordinates as well as guidance on technical matters to other managers.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• CEO and all Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• International and regional technical organisations responsible for telecommunications standards, numbering and interconnection issues.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Director of Technical Affairs</b>
<b><u>Qualifications:</u></b>  Degree (preferably at the masters level) in electrical, electronics or radio engineering.  An additional qualification in management/business administration would be a distinct advantage.	
<b><u>Experience required:</u></b>  <u>Essential</u> <ul style="list-style-type: none"> <li>• Ten years experience in the field of work with four years at the senior management level.</li> </ul> <u>Desirable</u> <ul style="list-style-type: none"> <li>• Experience of liaising with regional and international organizations.</li> </ul>	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>• Fluency in Arabic and English both spoken and written.</li> <li>• Personal development and team-building skills.</li> <li>• Good grounding in telecommunications engineering and the ability to keep up to date on all technical issues.</li> <li>• Outline knowledge of technical standards, type approval requirements and international guidelines related to numbering and network interconnection and the ability to access specific information quickly and accurately.</li> <li>• Comprehensive knowledge of methodology required to carry out this role and the ability to coach others in those skills and techniques.</li> <li>• Problem solving.</li> <li>• Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>• Analytical ability.</li> <li>• Report writing.</li> <li>• Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>• Integrity.</li> <li>• Perceptiveness.</li> <li>• Leadership.</li> <li>• Commitment.</li> <li>• Creativity.</li> <li>• Accuracy and preciseness.</li> <li>• Ability to work effectively under pressure.</li> <li>• Ability to adopt a practical approach.</li> </ul>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b><u>JOB DESCRIPTION</u> (DRAFT)</b>	
<b><u>Job Title:</u></b>	Executive Secretary to the CEO
<b><u>Reports to:</u></b>	Chief Executive Officer
<b><u>Direct reports</u></b>	None
<b><u>Scope of Work</u></b>	Secretarial and administrative support for CEO.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Provide interface for CEO/Director; manage visitors, field enquiries, filter telephone calls, e-mail and other correspondence.</li> <li>• Draft and type letters and other correspondence in both Arabic and English.</li> <li>• Specify and oversee operation of a filing system both manual and electronic (using available office tools).</li> <li>• Prepare and format documents and presentations (in Arabic and English) for CEO.</li> <li>• Obtain information and statistics by telephone, e-mail and by using the Internet and/or other resources.</li> <li>• Assist CEO in drafting reports.</li> <li>• Organize CEO's diary, schedule appointments and assist in time management and coordination with other senior managers.</li> <li>• Arrange travel, flights, accommodation and work program during travel for CEO and other senior staff..</li> <li>• Schedule meetings, arrange attendees, prepare agendas and record minutes in English and Arabic.</li> <li>• Follow-up on action points, deliverables and deadlines with Commissioners and Directors.</li> <li>• Provide administrative support for the CEO and other senior staff, including copying, filing, typing, faxing, sending emails, limited English-Arabic translation etc.</li> <li>• Any other duties within his/her specialization as directed by the CEO.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p><b>a. Internal</b></p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Heads of departments</li> <li>• Others as appropriate</li> </ul> <p><b>b. External</b></p> <ul style="list-style-type: none"> <li>• Office of the Minister of ICT.</li> <li>• Other GoJ institutions.</li> <li>• Offices of CEO of telecommunications and postal operators and IT service providers.</li> <li>• Travel Agents.</li> <li>• PR organizations.</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b> November 2002

<b><u>PERSON SPECIFICATION</u></b> (DRAFT) <b>Executive Secretary to the CEO</b>	
<b><u>Qualifications:</u></b>	Bachelor degree in business or advanced diploma from a recognized institution
<b><u>Experience required:</u></b>	<p><u>Essential</u></p> <p>5 years private sector experience in a similar role. 3 years experience working with senior management.</p> <p><u>Desirable</u></p> <p>Experience in a similar role in the public sector. Experience in telecommunications.</p>
<b><u>Skills Required:</u></b>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>- Fluency in Arabic and English including typing in both languages (wpm?).</li> <li>- Familiarity with Western business and management style.</li> <li>- IT skills incorporating MS Word, MS Excel, MS PowerPoint.</li> <li>- Use of the Internet as a resource.</li> <li>- Interpersonal skills</li> <li>- Good communication skills (verbal and written).</li> <li>- Organizational ability.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>- Use of MS Project.</li> </ul>
<b><u>Personal Qualities:</u></b>	<ul style="list-style-type: none"> <li>- Maturity.</li> <li>- Diplomacy.</li> <li>- Discretion.</li> <li>- Creativity</li> <li>- Foresight and Initiative.</li> <li>- Responsiveness.</li> <li>- Flexibility (including work schedule).</li> <li>- Ability to operate effectively in a high-pressure environment.</li> </ul>

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b>	
<b>JOB DESCRIPTION</b>	
<b><u>Job Title:</u></b>	<b>Head of Human Resource Development</b>
<b><u>Reports to:</u></b>	Director of Management and Support Services
<b><u>Direct reports</u></b>	
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Planning and implementing all activities related to the recruitment and development of all TRC managers, professionals and staff.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Participate as a member of the TRC Management and Support team in preparing plans, programmes. Goals, objectives and performance measures; reviewing performance and agreeing corrective action where appropriate.</li> <li>• Direct, manage and supervise the work of staff within the department; agree objectives and measures; monitor and jointly prepare staff appraisals and personal development plans. Provide support and guidance to subordinates; advise other managers on issues related to purchasing and logistics.</li> <li>• Prepare and adhere to the budget for the section; monitor expenditure and prepare reports.</li> <li>• In cooperation with CEO and directors, prepare an organisation chart for the TRC and prepare a statement of respective roles and responsibilities.</li> <li>• Create job descriptions and person specifications for all positions within the TRC.</li> <li>• Work with Head of PR to prepare advertisements for vacant TRC positions and arrange for their publication in the Jordanian press.</li> <li>• Overall responsibility for receipt and processing of the applications for positions as well as speculative applications to the TRC.</li> <li>• Arrange and coordinate selection procedures including personality profiling, tests and exercises, presentations and interviews.</li> <li>• Carry out personnel assessment at interview; provide guidance for and coordinate the activities of other recruitment committee members; oversee the assessment process and collate and record ratings.</li> <li>• Take candidates' references and record details.</li> <li>• Create and oversee the operation of an induction/orientation process for new appointees.</li> <li>• Maintain an overview of the appraisal process and advise line managers on the subject where appropriate.</li> <li>• Provide outline training for TRC managers and staff on HRD procedures and practices.</li> <li>• Oversee preparation of personal development plans (PDP's) for all employees. Collate the information contained in individual PDP's to derive an annual training programme.</li> <li>• Specify and implement procedures for succession planning, career development, planning and counselling.</li> <li>• Create and maintain a training handbook outlining the training procedures, programmes currently available (both internally and externally) and the nomination process.</li> <li>• Arrange for high-demand training to be provided within the Commission; ensure adequate accommodation and training materials are available.</li> <li>• Put in place procedures to validate and evaluate the training received from both internal and external sources. Initiate corrective action where appropriate.</li> </ul>	

<b><u>Relationships and Contacts:</u></b>	
<ul style="list-style-type: none"> <li>a. <u>Internal</u> <ul style="list-style-type: none"> <li>• All TRC managers and staff</li> </ul> </li> <li>b. <u>External</u> <ul style="list-style-type: none"> <li>• Suppliers of training materials and services</li> <li>• Ministry of State for Administrative Reform</li> <li>• Recruitment agencies</li> <li>• Civil Service Bureau</li> </ul> </li> </ul>	
<b><u>Completed by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	Head of Human Resource Development
<b><u>Qualifications:</u></b>	
Bachelor Degree in Business, Administration or Psychology	
<b><u>Experience required:</u></b>	
<u>Essential</u>	
<ul style="list-style-type: none"> <li>• Minimum 3 years in a similar position</li> </ul>	
<u>Desirable</u>	
<b><u>Skills Required:</u></b>	
<ul style="list-style-type: none"> <li>• Fluency in Arabic and English</li> <li>• Good communication skills (verbal and written)</li> <li>• First class instructing, coaching and presentation skills.</li> <li>• IT skills including MS Word, MS Excel, MS PowerPoint</li> <li>• Selection and Interviewing skills.</li> <li>• Change management skills.</li> </ul>	
<b><u>Personal Qualities:</u></b>	
<ul style="list-style-type: none"> <li>• Honesty and Integrity</li> <li>• Decisive</li> <li>• Resilient</li> <li>• Capable of working effectively under pressure</li> <li>• Approachability</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (DRAFT)</b>	
<b><u>Job Title:</u></b>	<b>Head of Management Information Systems</b>
<b><u>Reports to:</u></b>	Director of Management and Support Services
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>MIS Support Engineer/Technicians</li> </ul>
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	Responsible for planning, specifying, installing, operating and maintaining the Commission's management information systems effectively and securely.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>Participate as a member of the TRC Management and Support team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective action where appropriate.</li> <li>Direct, manage and supervise the work of staff within the section; agree objectives and measures; monitor and jointly prepare staff appraisals and personal development plans. Provide support and guidance to subordinates; advise other managers on issues related to management information systems.</li> <li>Prepare and adhere to the budget for the section; monitor expenditure and prepare reports.</li> <li>Devise management information systems capable of meeting all of the Commission's information and communication needs.</li> <li>Prepare specifications for hardware and software to be installed at the Commission.</li> <li>Be responsible for the effective operation of the systems, their maintenance and security.</li> <li>Maintain service records and performance statistics on services provided by the MIS section.</li> <li>Be the contact point for communications and resolution of issues with hardware and software suppliers.</li> <li>Keep up to date on hardware and software advances and make recommendations to ensure that the TRC takes advantage of the most appropriate and effective products and services.</li> <li>Be responsible for the training and development of all subordinates. Ensure that IT Support engineers are capable of dealing with requests for help quickly, effectively and professionally.</li> <li>Act as desktop, back office and software engineer as required.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>c. <u>Internal</u></p> <ul style="list-style-type: none"> <li>All TRC managers and professionals</li> <li>ICT users</li> </ul> <p>d. <u>External</u></p> <ul style="list-style-type: none"> <li>Suppliers of information technology hardware and software.</li> <li>Suppliers of telecommunications services including telephony and Internet services.</li> </ul>	
<b><u>Completed by:</u></b>	<b><u>Date created:</u></b>

<b><u>PERSON SPECIFICATION</u></b> (DRAFT)	
<b><u>Job Title:</u></b>	<b>Head of Management Information Systems</b>
<b><u>Qualifications:</u></b>	<ul style="list-style-type: none"> <li>• Degree in information or telecommunication technology.</li> <li>• <i>Microsoft and platform provider certifications.....</i></li> </ul>
<b><u>Desirable</u></b>	<ul style="list-style-type: none"> <li>• <i>Specific Software certification</i></li> </ul>
<b><u>Skills Required:</u></b>	<ul style="list-style-type: none"> <li>• Fluency in Arabic and English languages</li> <li>• IT skills including full MS Office suite and specialist applications</li> <li>• Interpersonal, communication and team leadership skills.</li> <li>• Strong background in ICT systems development, operation and/or troubleshooting.</li> <li>• Knowledge of IT programming, software products and applications, techniques, operations, systems, standards and norms.</li> <li>• Knowledge of trouble-shooting software, tools and techniques.</li> <li>• Full awareness of security implications and measures.</li> </ul>
<b><u>Personal Qualities:</u></b>	<ul style="list-style-type: none"> <li>• Prepared to take responsibility</li> <li>• Creative</li> <li>• Analytical</li> <li>• Logical approach</li> <li>• Practical</li> <li>• Decisive</li> </ul>

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (DRAFT)</b>	
<b><u>Job Title:</u></b>	<b>Head of Public Relations</b>
<b><u>Reports to:</u></b>	Director of External and Consumer Affairs
<b><u>Direct reports</u></b>	
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Planning and implementing all activities related to communicating the role and position of the TRC to the press and other media, the general public and other governmental institutions.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>Engage inter-actively with the press, TV, radio and other broadcast media and follow-up on media requests and queries.</li> <li>Ensure that the TRC web site articulates the role and position of the TRC accurately and effectively.</li> <li>Be responsible for the accuracy, timing and impact of all media releases.</li> <li>Arrange and check all translations of press material.</li> <li>Overall responsibility for the administrative organization of local and international events including conferences, press briefings and presentations.</li> <li>Oversee the development of a database to include articles, features, photographs and other information relating to the TRC in local, regional and international publications, together with contact information.</li> <li>Be responsible to provide all of the information, which is required under agreements with regional and international organizations.</li> <li>Overall responsibility for the image created by the TRC, locally, regionally and internationally including through the Press, other media and at all contact points with stakeholders and the community.</li> <li>Oversee the protection of the interest of consumers, the handling of inquiries and complaints, investigations and recommendations.</li> <li>Participate in reviewing licensing conditions and customer service contracts.</li> <li>Have overall responsibility for TRC's image locally, regionally and internationally at all contact points with the press, stakeholders and the community.</li> <li>The style, content and functionality of the Commission's website.</li> <li>Coordinating TRC participation at local and international events including conferences, press briefings and presentations.</li> <li>Establishing and maintaining a database of information relating to the TRC and providing information and data which is required by regional and international organizations.</li> <li>Oversee the planning and implementation of all activities related to communicating the role and position of the TRC to the press and other media, the general public and other governmental institutions.</li> <li>Promote awareness of the ICT sector and the role which TRC plays in ensuring that services provided are of high quality and reasonable cost; oversee the provision of information to the media on the performance of licensees.</li> <li>Communicate quality of service information and statistics to the public.</li> </ul>	

**Relationships and Contacts:**Internal

- All TRC directors

External

- Media
- Other Government departments
- Conference Organizers

**Approved by:****Date created:****PERSON SPECIFICATION****Job Title:****Head of Public Relations****Qualifications:**

Bachelor Degree in PR, Communications Marketing or Business (with PR specialisation).

**Experience required:**Essential

A minimum of 3 years experience in public relations or journalism, with management experience and history of accountability on key projects.

Desirable:

Experience of working with or for a governmental entity.

**Skills Required:**

- Fluency in Arabic and English. Other languages would be an additional asset.
- IT skills to include use of MS Word, MS Excel, MS PowerPoint as a minimum.
- Use of the Internet as a resource and for communications.
- Exceptional communications skills in Arabic and English.
- Strong interpersonal skills.

**Personal Qualities:**

- Eye for detail.
- Ability to deliver against tight deadlines.
- Capable of working effectively under pressure.
- Enthusiasm for the role.
- Initiative

**Key Words**

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Head of Purchasing and Logistics</b>
<b><u>Reports to:</u></b>	Director of Management and Support Services
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• A</li> <li>• B</li> <li>• Storeman</li> </ul>
<b><u>Scope of work:</u></b> <b>(Purpose of job)</b>	Planning and implementing all activities related to procurement, tenders, contracts and materials management and logistics.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Participate as a member of the TRC management and Support team in preparing plans, programmes. Goals, objectives and performance measures; reviewing performance and agreeing corrective action where appropriate.</li> <li>• Direct, manage and supervise the work of staff within the department; agree objectives and measures; monitor and jointly prepare staff appraisals and personal development plans. Provide support and guidance to subordinates; advise other managers on issues related to purchasing and logistics. Prepare and deliver regular cascade briefings to staff and</li> <li>• Prepare and adhere to budgets for the section, monitor expenditure and prepare reports. Be responsible for local purchases and monitor petty cash transactions. .</li> <li>• Arrange for procurement of all materials required by TRC.</li> <li>• Prepare requests for proposals (RFP's) and arrange for publication of the RFP and receipt and adjudications of tenders.</li> <li>• Be responsible for preparation of contracts for supply of materials or services; ensure compliance with the terms of the contract and ensure suitability of materials and services; ensure that any corrective action is taken where necessary.</li> <li>• Liaise with committees in relation to direct purchases and tenders.</li> <li>• Superintend the organisation and operations of the stores. Ensure compliance of safety and security procedures and facilities.</li> <li>• Logistics .....(for discussion please)</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>e. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• All TRC managers</li> </ul> <p>f. <u>External</u></p> <ul style="list-style-type: none"> <li>• Suppliers of materials and services</li> <li>• GoJ General Procurement Department</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	Head of Purchasing and Logistics
<b><u>Qualifications:</u></b>	
Bachelor Degree in Business, Administration or Finance.	
<b><u>Experience required:</u></b>	
<u>Essential</u>	
<ul style="list-style-type: none"> <li>• Minimum 3 years in a similar position</li> </ul>	
<u>Desirable</u>	
<b><u>Skills Required:</u></b>	
<ul style="list-style-type: none"> <li>• Fluency in Arabic and English</li> <li>• Good communication skills (verbal and written)</li> <li>• IT skills including MS Word, MS Excel,</li> <li>• Negotiation skills</li> </ul>	
<b><u>Personal Qualities:</u></b>	
<ul style="list-style-type: none"> <li>• Decisive</li> <li>• Practical</li> <li>• Stringent/Precise ....?</li> <li>• Honest and trustworthy</li> </ul>	
<b><u>Key Words</u></b>	

<b>Hashemite Kingdom of Jordan</b> <b>Telecommunications Regulatory Commission</b> <b>JOB DESCRIPTION (Draft)</b>	
<b><u>Job Title:</u></b>	<b>Internal Auditor</b>
<b><u>Reports to:</u></b>	Chief Executive Officer
<b><u>Direct reports</u></b>	<ul style="list-style-type: none"> <li>• Head of Operational Control</li> <li>• Head of Financial Audit</li> </ul>
<b><u>Scope of work:</u></b> <b><u>(Purpose of job)</u></b>	Audit operations and finances within the TRC to ensure the efficiency and cost-effectiveness of TRC's systems, methodology and operations and compliance with all relevant laws, rules regulations, agreements and other obligations.
<b><u>Duties and Responsibilities:</u></b> <ul style="list-style-type: none"> <li>• Review the reliability and integrity of information used for financial, operational and management purposes and the processes for measuring, classifying and reporting such information.</li> <li>• Assess the capability of systems and processes to comply with TRC's legal obligations, policies, plans, procedures and regulations and report on such capability.</li> <li>• Assess the processes employed to protect TRC's assets and periodically verify the existence and status of such assets.</li> <li>• Assess the efficiency and cost-effectiveness of the methods used to deploy TRC resources and identify opportunities for improving performance.</li> <li>• Review the implementation of programs, operations and plans to assess whether the activities comply with those planned and the results are consistent with the objectives stated. Report any inconsistencies and make recommendations.</li> <li>• Liaise with the TRC's external auditors and ensure that external audit reports are presented in such a manner as to provide a basis for improving the TRC's performance.</li> <li>• Determine the methods to be employed to in collecting, collating and processing information.</li> <li>• Prepare regular and ad-hoc reports with findings and recommendations for correcting anomalies and improving performance. Follow-up on such recommendations and report.</li> <li>• Participate as a member of the TRC Top Team in preparing plans, programmes, goals, objectives and performance measures; reviewing performance and agreeing corrective actions.</li> <li>• Direct, manage and supervise the work of managers and staff within the department; agree objectives and measures; monitor and report.</li> <li>• Provide leadership to all managers, professionals and staff within the department and assure each individual's personal and professional development.</li> <li>• Foster team working and cooperation with other work groups.</li> <li>• Prepare audit schedules and ensure that they are adhered to.</li> <li>• Provide support and guidance to subordinates as well as guidance on audit matters to other managers.</li> <li>• Serve as a conduit for briefings and for vertical and horizontal information flow.</li> </ul>	
<b><u>Relationships and Contacts:</u></b> <p>a. <u>Internal</u></p> <ul style="list-style-type: none"> <li>• CEO and Directors</li> </ul> <p>b. <u>External</u></p> <ul style="list-style-type: none"> <li>• External Auditors</li> </ul>	
<b><u>Approved by:</u></b>	<b><u>Date created:</u></b>

PERSON SPECIFICATION	
<b><u>Job Title:</u></b>	<b>Internal Auditor</b>
<b><u>Qualifications:</u></b> Relevant bachelor degree in law, business or accounting.	
<b><u>Experience required:</u></b> <u>Essential</u> <ul style="list-style-type: none"> <li>Ten years in an auditing role with four years as an auditor at the same level.</li> </ul> <u>Desirable</u> <ul style="list-style-type: none"> <li>Experience and achievements in managing professionals.</li> </ul>	
<b><u>Skills Required:</u></b> <ul style="list-style-type: none"> <li>Fluency in Arabic and English both spoken and written.</li> <li>Personal development and team-building skills.</li> <li>Knowledge of laws, rules and regulations related to TRC's activities.</li> <li>Comprehensive knowledge of auditing methodology, and the ability to coach others in those skills and techniques.</li> <li>Problem solving.</li> <li>Good working knowledge of MS Office applications inc. MS Word, MS Excel, MS PowerPoint.</li> <li>Analytical ability.</li> <li>Report writing.</li> <li>Effective communication and presentation skills.</li> </ul>	
<b><u>Personal Qualities:</u></b> <ul style="list-style-type: none"> <li>Integrity.</li> <li>Perceptiveness.</li> <li>Leadership.</li> <li>Commitment.</li> <li>Accuracy and preciseness.</li> <li>Ability to work effectively under pressure.</li> </ul>	
<b><u>Key Words</u></b>	

**TRC Organization Chart**

**Annex 3**

**Annex 4**

**TRC's First Recruitment Advertisement**

## Annex 5a

**Scope of Work – Richard D. Kingston, HRD Advisor to the TRC****I Specific Challenges Faced by the Consultancy****II Objective**

To provide expertise in reorganization and human resource staffing for the organizational and administrative development of the TRC. The focus of this consultancy will be on recruiting expert managers and professionals to carry out the TRC's new mission.

**III Specific Tasks of the Consultant:**

Under this Scope of Work, the consultant shall perform, but not be limited to the tasks specified under the following categories:

**A. Background Reading**

Consultant will read, but is not limited to the following materials related to fully understanding the work specified under this consultancy:

**Richard D. Kingston**

- a. TRC Strategic Plan Presentation 2002-2003, dated November 2002.
- b. Official Paper, Hashemite Kingdom of Jordan, (listing of current temporary laws governing TRC), dated 16 June 2002.
- c. Draft outline of the new TRC organizational structure.
- d. Existing materials related to functions of various management and professional positions within the TRC.

**B. Background Interviews**

Consultant will interview, but is not limited to the following Individuals in order to fully understand the work specified under this consultancy:

**Richard D. Kingston**

Ms Muna Nijem, CEO and Chairman of the Board, TRC.  
Ms. Muna Hakouz, Director of Management & HRD, TRC.  
Mr. John Mack, Component Leader for ICTI, AMIR 2.  
Mr. Bob McDonald, Consultant for AMIR 2.  
Mr. Ken Donaldson, Consultant for AMIR 2.

### C. Tasks Related to Achieving Consultancy's Objectives.

#### Richard D. Kingston

- Advise the CEO on the organization and management of the TRC and the development of its human resources.
- Assist TRC's Operations Director in finalizing the TRC's new organizational structure.
- Draft TRC recruitment procedures
- Draft Job Descriptions for positions at Director and Head of Section level within the TRC.
- Draft text for advertisements to fill the positions at Director and Head of Section levels and liaise with assigned PR agency to assure publication in the Jordanian Press.
- Receive and collate applications and arrange for acknowledgements to be sent.
- Assist TRC senior management in filtering the applications.
- Arrange and participate in an initial selection process which may include personality profiling and/or interviews.
- Prepare short-lists in collaboration with TRC senior management.
- Oversee and participate in the final stage of the selection process. This may include the following elements:
  - Further personality profiling.
  - Personnel assessment interviews.
  - Operational assessment interviews.
  - Presentation exercises.
  - Review of previous written work.
  - Taking of references.
- Coordinate the interviews assessment process and record the results.

### IV Deliverables

- Monthly recruitment status report.
- TRC recruitment procedures.
- Final draft report to AMIR 2, ICTI Component.

### V Time Frame for the Consultancy

	Start	LOE	To Post	Fm Post	Field Work
<b>RDK</b>	03 Jan 2003				

### VI LOE for Consultancy

This consultancy will require the effort of the following consultants:

Travel	Field	U.S.	3 <sup>rd</sup> Cty	Total
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**RDK****VII Consultant's Qualifications****1. *Educational Qualifications***

A university degree in telecommunications, information technology, engineering, economics, business administration or a related field.

**2. *Work Experience Qualifications***

At least ten years experience of human resource development in a telecommunications environment in both developed and developing countries.

Knowledge of and experience in the following areas of work:

- Recruiting managers and professionals in an ICT environment.
- Creating and implementing HRD development programs in an ICT environment.
- Managing HRD functions in an ICT environment.
- Advising and mentoring ICT managers and professionals

## Annex 5b

**Proposed Scope of Work – Kenneth Donaldson, HR Consultant****I Specific Challenges Faced by the Consultancy****II Objective**

To provide expertise in organization and human resources for the TRC. The focus of this consultancy will be on assisting with the organizational development of the TRC as well as preparing, recording and implementing human resources (personnel) procedures.

**III Specific Tasks of the Consultant:**

Under this Scope of Work, the consultant shall perform, but not be limited to the tasks specified under the following categories:

**D. Background Reading**

Consultant will read, but is not limited to the following materials related to fully understanding the work specified under this consultancy:

**Kenneth Donaldson**

- a. TRC Strategic Plan Presentation 2002-2003, dated November 2002.
- b. Official Paper, Hashemite Kingdom of Jordan, (listing of current temporary laws governing TRC), dated 16 June 2002.
- c. Draft outline of the new TRC organizational structure.
- d. Existing materials related to human resources and personnel procedures within the TRC.

**E. Background Interviews**

Consultant will interview, but is not limited to the following Individuals in order to fully understand the work specified under this consultancy:

**Kenneth Donaldson**

Ms Muna Nijem, CEO and Chairman of the Board, TRC.  
Ms. Muna Hakouz, Director of Management & HRD, TRC.  
Mr. John Mack, Component Leader for ICTI, AMIR 2.  
Mr. Bob McDonald, Consultant for AMIR 2.  
Mr. Richard D. Kingston, Consultant for AMIR 2.

## **F. Tasks Related to Achieving Consultancy's Objectives.**

### **Kenneth Donaldson**

- Perform an initial assessment of the overall TRC HR System.
- Review work already done on the organizational structure with the TRC Operations Director, other Directors and the CEO.
- Gain consensus on the organizational structure among all Directors. Finalize the organizational structure down to Head of Section level and submit for approval.
- Review and finalize job descriptions for Director positions and prepare job descriptions for all Head of Section positions once the organizational structure has been approved.
- Construct a TRC jobs classification schema and apply this to all positions within the TRC.
- Draft, gain approval for and implement an equitable and transparent compensation policy.
- Discuss HR procedures with all relevant TRC managers and professionals and draft a workable HR manual for all HR functions containing policies, procedures and all forms required for implementation.
- Establish and implement a meaningful and workable employee performance evaluation program and incentive program.
- Establish and implement a meaningful and workable personal development program for use by all TRC managers, professionals and staff.
- Coach line managers on how to operate the performance evaluation program and personal development planning program and instruct and assist TRC HR staff in coordinating the program. and train future HR personnel on the implementation and maintenance of the TRC HR system.

## **IV Deliverables**

- TRC Compensation Policy and Plan with work classification schema, incentive scheme, benefits entitlement etc.
- TRC Employee handbook incorporating procedures and forms for:
  - Routine HR functions including induction, attendance, discipline etc.
  - Performance appraisal and personal development planning.
  - Training and succession planning.
- Final draft report to AMIR 2, ICTI Component.

## **V Time Frame for the Consultancy**

	<b>Start</b>	<b>LOE</b>	<b>To Post</b>	<b>Fm Post</b>	<b>Field Work</b>
<b>KD</b>	<b>17 Dec 2002</b>				

**VI LOE for Consultancy**

This consultancy will require the effort of the following consultants:

Travel	Field	U.S.	3 <sup>rd</sup> Cty	Total
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**KD**

**VII Consultant's Qualifications****1. Educational Qualifications**

A university degree in telecommunications, information technology, engineering, economics, business administration or a related field.

**2. Work Experience Qualifications**

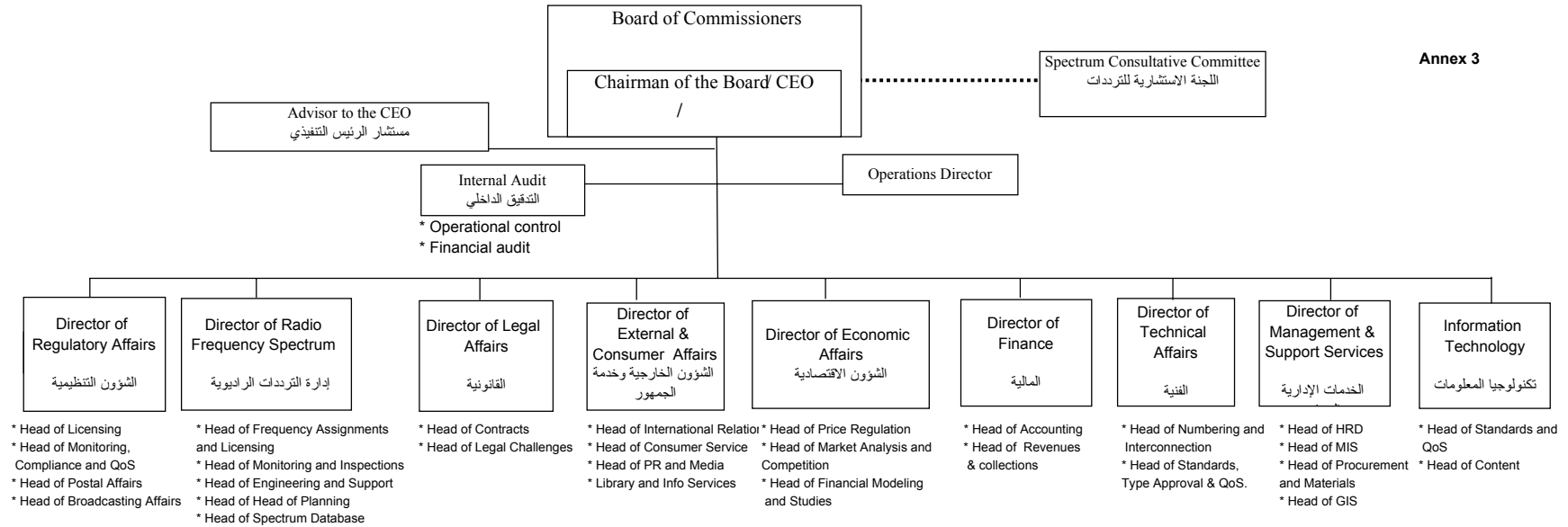
At least ten years experience of devising and implementing human resources policies and programs in both developing and developed countries.

Experience of major organizational development programs in an ICT environment.

Knowledge of and experience in the following areas of work:

- Creating and implementing compensation policies and procedures
- Designing and adapting organizational structures in an ICT environment.
- Creating and operating HR procedures including those for performance appraisal and personal development planning.

## TRC Organizationa Structure



Annex 3

### Legend:

Outsource from other department { }

Cross-functional tasks +



## Career Opportunities in the new Telecommunications Regulatory Commission (TRC)

The development of information and communication technology (ICT) is a critical building block in the creation of a dynamic national economy. The TRC is charged with protecting the interests of consumers and investors and ensuring the availability of a diverse and high-quality ICT services to all users at just, reasonable and affordable prices. A new look TRC has been created to take on the challenging role and presents a tremendous opportunity for exceptional applicants to participate in the ICT revolution while performing a valuable service for Jordan. The TRC will be recruiting key managers and professionals to carry out the commission's mandate and is offering attractive employment terms and conditions to the most capable people. In return, successful candidates will be expected to work within a seamless, high-performance team and to deliver against challenging targets. In order to spearhead the development of the management and support framework of the Commission, the TRC wishes to recruit the following positions immediately:

### Director of Management and Support Services

Reporting to the Chief Executive Officer, you will have overall responsibility for the TRC's management procedures, personnel and human resource development, management information systems, procurement and tenders as well as all general internal services.

You will:

Participate as a member of the TRC Top Team to assure effective operation of the Commission while providing guidance and support on administrative matters to other TRC managers and professionals.  
Supervise the work of managers, professionals and staff within the department and prepare and manage the departmental budget.

Exercise overall responsibility to ensure that:

- The TRC recruits, trains and develops the best people to carry out its role.
- Adequate and appropriate information systems are specified, provided, continually available, maintained and kept secure.
- Procurement tenders and contracts are handled correctly and effectively.
- Management systems and standard operating procedures (SOPs) are created, recorded and applied to ensure smooth and effective operation of the TRC.

### Head of Management Information Systems Section

Reporting to the Director of Management and Support you will be responsible for planning, specifying, installing, operating and maintaining the TRC's state-of-the-art management information and communications systems including all hardware and software components. You will ensure that information systems are appropriate, effective and secure and will provide performance statistics. Additionally, you will be responsible for the management, supervision and development of MIS employees and when necessary you will also act as desktop, back office and software engineer.

### Head of Human Resource Development Section

Reporting to the Director of Management and Support you will plan and implement all activities related to the recruitment and development of all TRC managers, professionals and staff. Specifically you will:

- Propose changes to the TRC's organization as necessary.
- Create job descriptions, prepare and advertise for vacant positions and arrange for their publication in the press and elsewhere.
- Coordinate the receipt and processing of applications and selection procedures including personality profiling, tests and exercises, presentations and interviews.
- Carry out personnel assessment during interviews and provide guidance for, and coordinate the activities of other recruitment committee members, oversee the interview assessment process and collate and record the findings.
- Oversee the operation of an induction/orientation process for new appointees.
- Be responsible for effective operation of the process for appraisal, personal development planning, training, career and succession planning.

### Executive Secretary to the Chief Executive Officer

You will be responsible in all respects for providing personal support for the CEO. You will prepare reports, documents and presentations, specify and operate a filing system (both manual and electronic), draft letters and other correspondence in both Arabic and English. You will organize the CEO's diary and assist in time management, schedule meetings and take minutes, make all travel arrangements and follow-up on deliverables and deadlines. This is an important position requiring presence and commitment as well as the ability to deliver against tight deadlines.

To be considered for these positions you will need:

For the Director position, a good degree in management or administration (preferably at the masters level), ten years of achievement in management and administration with a minimum of four years in a similar position at a senior level. For the other positions, you will need a good degree (preferably at the masters level) and five years experience in a similar position.

For all positions, you will need to be fluent in Arabic and English and have leadership, organizing, motivating and budgeting skills as well as IT aptitude in MS Office products and first-class communication skills (both verbal and written). You will also need the ability to work effectively under pressure and meet tight deadlines.

If you have what it takes to thrive in this challenging environment and to help make a mark in regulating the ICT sector in Jordan, send your comprehensive CV (in MS Word format) with a covering letter to: [careers@trc.gov.jo](mailto:careers@trc.gov.jo)